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"REQUEST FOR PROPOSAL" (RFP)

Submitted to

Western Governmental Research Association
Office of the Executive Secretary
Institute of Governmental Studies
University of California
Berkeley 94720

For the

1976 "Request For Proposal" (RFP) Contest

Police admin. S.F.

" Train "

[S.F. P.D.]

BY

Ronald J. Vernali, Sergeant of Police, San Francisco
Police Department, San Francisco, CA

(A request for proposal to develop a conceptual design
of a career development program in the San Francisco
Police Department.)

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1980

I. Introduction and Statement of the Problem

II. Statement of the Problem Specifically

A Request for Proposal

to

III. Develop a Conceptual Design

of a Career Development Program

IV. Conclusion

in the

V. San Francisco Police Department

by

Ronald J. Vernali
Sergeant of Police
San Francisco Police Department

December 30, 1976

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- II. Statement of the Problem Specifically
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INTRODUCTION AND STATEMENT OF THE PROBLEM GENERALLY

In 1965, a survey of about 300 police departments, including nearly all of the large city departments, showed that 65.5 percent of the forces polled were below authorized strength. This fact, coupled with the ever-rising crime rate, suggests that law enforcement must devise more efficient operating techniques if it intends to provide an undiminished level of public service.

There is general accord, from all levels, for the need to make more efficient use of police personnel. The importance of people in government (especially policing, because of its explosive nature,) is best characterized by a statement found in a report of the Municipal Manpower Commission,

"It is impossible to separate the performance of local governments from the abilities of their personnel."

In addressing the questions of increasing efficiency through personnel development, it is important to consider all the factors which negatively affect officers' performance.

The causes of job dissatisfaction in law enforcement are numerous, but may be categorized into several broad negative contact areas. These areas are:

1. the lack of organizational recognition for the individual's efforts,
2. the lack of organizational responsiveness to the individual's scheduling, financial and career needs and objectives,

In 1911, a survey of the land was made by the Department of the Interior. The results of this survey are given in the report of the Secretary of the Interior for 1911. The report states that the land is of great value and should be preserved for the benefit of the people. The report also states that the land is of great value and should be preserved for the benefit of the people.

There is a great deal of land in the United States that is not being used. This land is of great value and should be preserved for the benefit of the people. The report also states that the land is of great value and should be preserved for the benefit of the people.

It is the policy of the Department of the Interior to preserve the land for the benefit of the people.

The Department of the Interior is committed to the preservation of the land for the benefit of the people.

The Department of the Interior is committed to the preservation of the land for the benefit of the people.

In addition to the land, the Department of the Interior is also responsible for the management of the public lands. The Department is committed to the preservation of the land for the benefit of the people.

The purpose of the Department of the Interior is to preserve the land for the benefit of the people. The Department is committed to the preservation of the land for the benefit of the people.

These are the main points of the report.

1. The land of the Department of the Interior is of great value and should be preserved for the benefit of the people.

(Continued on next page)

2. The land of the Department of the Interior is of great value and should be preserved for the benefit of the people.

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3. the lack of a sense of occupational fulfillment
(promotion and satisfying job opportunities, etc.)

What is needed is a program that is comprehensive enough in scope to attack not just the symptoms, but the problem itself. The problem is job dissatisfaction. The approach to insuring greater job satisfaction is career development.

STATEMENT OF THE PROBLEM SPECIFICALLY

The San Francisco Police Department has a variety of position classifications within its sworn ranks and differing procedures for advancement from one classification to another. Very little thought has been given to the relationships between position classifications or the planned development of careers within the existing position and promotional system.

There is no comprehensive program aimed at increasing the professional knowledge, proficiency and morale of police officers through job enrichment and career development.

What is needed is a preliminary study of the San Francisco Police Department and its career development needs.

STUDY OBJECTIVES

The goal of the study is to complete the basic research problem definition and planning activities necessary to clearly define the elements that will be articulated even further in a second study.

In a more specific sense, the major objectives are:

1. to develop the conceptual design of a career development program uniquely suited for imple-

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THE STUDY OF A PERSON'S BEHAVIOR

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mentation within the San Francisco Police Department,

2. to identify the primary constraints affecting implementation of the career development plan, and to identify all key parties concerned with such a plan, and
3. to develop the data and refinements necessary that will serve in Phase II. Phase II will be the detailed study plan that describes the detailed research, analysis, and planning which must precede or accompany implementation of the desired career development program.

STUDY METHODOLOGY

Four major tasks have been identified for the conceptual design. They are:

1. Preliminary Research

A review of the San Francisco Police Department's organization, position classifications, and compensation plans. Also included will be a review of the pertinent sections of the civil service regulations and the City Charter. Comparative information from other career incentive/development programs will be analyzed with an eye for adoption or modification in the San Francisco Police Department plan. During the course of this research, individuals or organizations having a special interest in a San Francisco Police Department Career

Development Program have to be identified.

2. Develop the Conceptual Design of a Career Development Program

Major elements are to be developed for an appropriate career development program. Modifications will be made where necessary or desirable.

3. Identify Major Constraints to Implementation of a Career Development Program

Research and interviews will be used to ferret out the major constraints. A cursory look indicates that an overly restrictive City Charter may be the major constraint. If so, the necessary follow-up will be done to secure the San Francisco City Attorney's opinion on the questions of interpretation.

4. Final Report

The final task shall be the preparation of a final report. Prior to general dissemination of this report will be a review of the draft copy by key members. Following their critique, modifications or changes, when necessary, will be made to develop a more appropriate program design.

CONCLUSION

The benefits that may be derived from a Career Development Program for the San Francisco Police Department would be:

1. a comprehensive incentive program would be implemented, that would foster personal career growth,

1. General Policy/Policy of a Country Development

Major elements are to be developed for an appropriate
current development strategy. Policy decisions will be
made where necessary to be realistic.

2. Identify Major Elements to be Identified of a Country
Development Program

Elements and objectives will be used to form the
the policy framework. A country's long term goals and
its major development strategy should be the major
concerns. It is the necessary follow-up will be
done to ensure the development strategy's
impact on the development of infrastructure.

3. Final Report

The final report will be the preparation of a final
report. This is a general description of the
country will be a review of the data and by the
country. Following this review, conclusions will
be drawn, and necessary, will be used to develop a
more appropriate program for the country.

CONCLUSION

The results of the study are shown in a final development program
for the country's development strategy.

1. A country's development strategy will be
based on the country's current situation, current program,

2. a Career Development Program would also foster development of a Career Management Program.

This would be a system that would direct the careers of employees and maximize the use of personnel resources.

It is felt with the implementation of a Career Development Program that San Francisco Police Department would be in a better position to keep pace with other law enforcement agencies with regard to career incentive planning. Currently, the San Francisco Police Department is one of the few cities in California of over 100,000 population that does not have such a program.

1. The first paragraph of the report is as follows:

The purpose of this report is to provide a summary of the work done during the last year.

This report is a summary of the work done during the last year.

The work done during the last year has been summarized in this report.

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BUDGET

Figures are based on 2 month period needed to develop the program.

<u>PERSONNEL:</u>	
**Consultant (2) 200 manhours each, (1/2 time) at \$30.00 per hour	\$6,000.00
*Secretary (1) 100 manhours (1/3 time) at \$10.00 per hour (incl. fringe benefits)	1,000.00
*Lieutenant of Police (1) 106 manhours (1/3 time) at \$15.22 per hour (w/fringes)	1,612.00
*Sergeant of Police (1) 106 manhours (1/3 time) at \$13.00 per hour (w/fringes)	1,403.00
<u>OFFICE SUPPLIES AND PRINTING COSTS:</u>	
Printing Costs-Final Report-250 copies	825.00
Telephone Expenses	100.00
Office Supplies	250.00
<u>TRAVEL:</u>	
Parking and Gas Mileage	100.00
TOTAL.....	<u>\$11,290.00</u>

*Recommend San Francisco Police Department to provide on a loan basis the resource personnel needed to assist the consultants throughout the duration of the project.

**Other source funding

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